



# STRATEGIC PLAN 2019-2023

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# LETTER FROM DIRECTOR & BOARD CHAIRS

Dear Colleague,

We are pleased to share with you the Utah Arts and Museums 2019-2023 strategic plan.

Forged through statewide outreach, community engagement, and internal review, the plan represents a fusion of traditional stewardship and innovative collaboration.

We believe this plan defines a clear and compelling guide for serving the state's cultural and artistic resources in the coming years, as well as emphasizing leading elements of diversity, inclusion, and public engagement.

At its core, the plan reflects many months of dedicated listening: listening to arts organizations and museum staff; listening to musicians, writers, artists, curators, administrators, and historians; listening to young and old, urban and rural, performer and audience member; listening to the professional as well as the dedicated volunteer; listening to those who have called Utah their home for many generations; and listening to those seeking to understand and identify with a new home.

We believe this plan reflects the many lessons learned from listening to Utah.

We renew our dedication to preserving, in its many forms, the irreplaceable legacy, expression, and unique cultural character of the Utah experience.

We recommit ourselves to full inclusion of the state's dynamic and varied voices in fashioning our contemporary dialogue on preservation, promotion, and development of our state's art and cultural resources.


We pledge to establish greater strengths, efficiencies, and service through interdepartmental collaborations and through public/private partnerships.

Many years ago, Utah was the first state in the nation to formally define the role of a state government in sustaining arts and culture as central to the spirit of place. This strategic plan carries that enduring vision to a new generation.

Warm regards,



Victoria Panella Bourns,  
Director, Utah Division  
of Arts & Museums



Rita Wright,  
Chair, Office of Museum  
Services Board



Johann Jacobs,  
Chair, Utah Arts  
Council Board of  
Directors



Richard G. Horne,  
Chair, Arts & Culture  
Business Alliance





Joshy Soul, Mountain West Arts Conference, 2017



## VISION

Utah Arts & Museums is a relevant and knowledgeable agency working with and for Utahns to encourage a vibrant and culturally engaged state.

## MISSION

Our mission is to connect the people and communities of Utah through arts and museums.



# CORE VALUES

## COLLABORATION

We believe in building with, not building for. We infuse collaboration into our services to ensure relevance, inclusion, and value.

## OPENNESS

We engage with communities and people, recognizing and respecting different cultures, diversity, identity, ethnicity, ability, ideology, or locality. We are continuing to be more accessible and inclusive.

## EXCELLENCE

We strive to bring our best to all that we do and to position ourselves as innovators and experts in our field. We are passionate about our work and commit to act in service of our constituents and their excellence. We support and recognize the excellence of Utah's cultural community.



Ogden Friends of Acoustic Music, Peery's Egyptian Theatre, Ogden



# UTAH DIVISION OF ARTS & MUSEUMS HISTORY

In 1899, Utah State Representative Alice Merrill Horne sponsored a bill establishing the Utah Art Institute. This enabling legislation created a board of directors with a mandate to advance the arts in all their phases, and specified that an annual visual art competition and exhibition be held, with the best painting from the juried show to be purchased by the state of Utah. This marked the beginning of the State of Utah Alice Merrill Horne Art Collection. Later legislation called for a 13-member volunteer board to be made up of artists in the areas of music, dance, theatre, literature, visual arts, crafts, sculpture, and architecture/design, with five at-large members interested in the arts.

Thus, Utah was the first state in the nation to have a state-funded arts agency. Its volunteer board managed art competitions/exhibitions and the growing art collection from 1899 to 1965. When the National Endowment for the Arts was established in 1965, the Utah Art Institute and advisory board had been in place for 66 years, so legislation merely changed the name to the Utah State Division of Fine Arts, and a paid director was hired. In 1974, the agency changed its name to the Utah Arts Council.

The 1970s and '80s were a time of growth for the agency, and the agency initiated and/or oversaw myriad projects, among them: the Artists in the Schools program; addition of agency staff for folk arts, design arts, community development, literary arts, and Utah's Percent-for-art-act of 1985; the Utah/U.S. Film Festival, which spun off to become the Sundance Film Festival; leasing and refurbishment of the abandoned Chase Home in Salt Lake City's Liberty Park, becoming the only museum in the country with a state-owned collection of contemporary folk art; and development of the Utah Arts Festival and the Living Traditions Festival, both of which spun off into new or existing non-profit organizations.

In the 1990s, a group of passionate museum professionals and supporters came together to advocate for a state agency that would nurture and support our museums community. Many of Utah's museums are managed by volunteers, and to help those volunteers protect the heritage resources in Utah's museums, the Office of Museum Services was formed in 1992 (through state statute). In 2001, the Museum Action Team, a dedicated group of citizen volunteers, was able to secure one-time funds of \$1 million from the Legislature to provide capital and operational grants to museums.

The Office of Museum Services is guided by an 11-member volunteer board. Six are experienced museum professionals, and the other five are individuals with an interest in Utah's museums. The office provides robust technical assistance programs to museums, and it has registered the state's more than 285 museums to provide a complete public listing. The office encourages networking within the field. It also developed and monitors museum certification and provides museum grants.

During the 2006 legislative session, the Office of Museum Services and Utah Arts Council were merged. At that time, the agency changed its name to the Utah Division of Arts & Museums. In 2015, the Legislature formed the Arts and Culture Business Alliance to promote and further the development of arts and cultural vitality in the state.

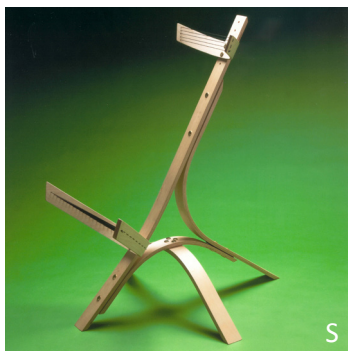
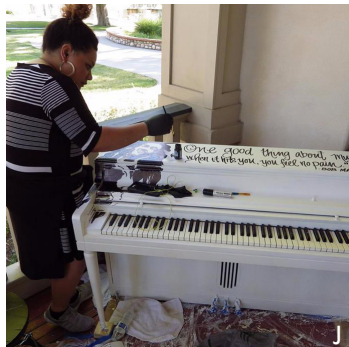


Alice Merrill Horne



J. T. Harwood *Black Rock*, 1898  
Detail View  
Oil on canvas  
1962.9





A) Lone Tree B) Ballet West C) Chase Home Museum D) Mountain West Arts Conference E) Chase Home Museum F) Ogden Treehouse Children's Museum G) Lyric Repertory Company H) SCERA Shell Outdoor Theatre I) Museum Advocacy Day 2017 J) People's Piano Project 2018 K) UCCC Day of the Dead L) Bluff Elementary School 2017 M) "Aztlán" by Ruby Chacon N) USTAR BioInnovations Center O) Heart and Soul P) Mountain West Arts Conference 2018 Q) Collections stewardship workshop R) Utah Poet Laureate, Paisley Rekdal S) Bliss T) Art Access



# ORGANIZATIONAL STRUCTURE

Utah Division of Arts & Museums (UA&M) is a state agency under the Utah Department of Heritage & Arts (DHA), part of the Governor's executive branch. Jill Remington Love, Executive Director of the Department Heritage & Arts, serves in the Governor's cabinet. Our agency is accountable to the Utah State Legislature and the Governor's Office.

UA&M is governed by three boards and receives funding resources primarily through the Utah State Legislature. Additional support comes from the National Endowment for the Arts, a federal agency. UA&M also works closely with its sister agencies in DHA: State History, Multicultural Affairs, State Library, Indian Affairs, and UServe (State Volunteer Services).



## MUSEUM SERVICES ADVISORY BOARD

The Museum Services Advisory Board is a policy-making board composed of 11 members, each appointed to a four-year term by the Governor. A minimum of at least six members must be qualified, trained, and experienced museum professionals. The remaining five seats are appointed from the community at large.

## UTAH ARTS COUNCIL BOARD

The Board of Directors of the Utah Arts Council is a policy-making board composed of 13 members, each appointed to a four-year term by the Governor and ratified by the Utah Senate. Nine seats are dedicated to representatives of the following disciplines: architecture/design, dance, folk arts, media, music, theatre, sculpture, literature, and visual arts. Four seats are appointed from the community at large.

## ARTS & CULTURE BUSINESS ALLIANCE BOARD

The Arts and Culture Business Alliance recommends policies and priorities for arts and cultural vitality development and consists of seven Governor-appointed members serving four-year terms: five members with an interest in supporting and advancing the arts, one member with expertise in business or finance, and the director of the Department of Heritage & Arts (or designee).

# ACHIEVEMENTS



Governor's Award to the Chase Home Museum of Utah Folk Art (2016)



Governor's Award to the Change Leader Program (2018)

**#1** **IN THE NATION** FOR ATTENDANCE AT  
**LIVE MUSIC  
THEATRE  
& DANCE**  
PERFORMANCES<sup>1</sup>

**FIRST IN THE NATION**



FOR ATTENDANCE AT  
**VISUAL & PERFORMING ARTS  
EVENTS**<sup>2</sup>



**#5**  
FOR ARTS AND CULTURAL  
**EMPLOYMENT  
GROWTH**<sup>3</sup>

<sup>1</sup> National Endowment for the Arts - Annual Arts Basic Survey, United States Census Bureau

<sup>2</sup> National Endowment for the Arts - Annual Arts Basic Survey, United States Census Bureau

<sup>3</sup> National Endowment for the Arts - Annual Arts Basic Survey, United States Census Bureau

<sup>4</sup> Arts & Culture Production Satellite Account - National Endowment for the Arts, U.S. Bureau of Economic Analysis



# OUR REALITIES

## ADVOCACY

As an agency within Utah state government, we are able to advocate for the Governor's initiatives to our elected officials. The agency may not advocate for issues and budget requests outside of the Governor's budget. We can provide information about our constituents and share trends and data from the cultural community.

## LEADERSHIP TRANSITIONS

Our agency has undergone significant leadership changes over the last 10 years. The positions of director of Utah Arts & Museums and executive director of Department of Heritage and Arts (DHA, our parent agency) are Governor-appointed positions. There have been four directors in the past five years, and five executive directors over the past 10 years. In 2020, Utah will be electing a new Governor.

## POPULATION AND DENSITY

Utah is the fourth-fastest-growing state in the nation, with a population of 3.15 million. Utah has the ninth-highest urban population in the nation at 90.6 percent. Seventy-five percent of the population is located along the Wasatch Front in Utah, Salt Lake, Davis, and Weber counties. Utah is one of the most sparsely populated states, and although numbers are growing by significant percentages, large parts of Utah remain completely uninhabited.

## SHIFTING DEMOGRAPHICS

According to Pamela S. Perlich, Ph.D., director of demographic research at the Kem C. Gardner Policy Institute at the University of Utah, the rate of growth in Salt Lake County's diverse population is considerable, and expected to grow to 55% "minority" by 2050. People of color are minorities now, but, in 30 to 50 years, this will no longer be the case. With this shift in demographics, there is potential to drastically alter the makeup of our community and, therefore, the audiences and participants of our nonprofit cultural organizations.

## ALIGNMENT WITH DEPARTMENT OF HERITAGE & ARTS INITIATIVES

While creating our strategic plan, we look to align with the initiatives of our parent agency:

### Mission

To cultivate vibrant and inclusive communities where Utahns thrive and have pride in their hometowns.

### Initiatives

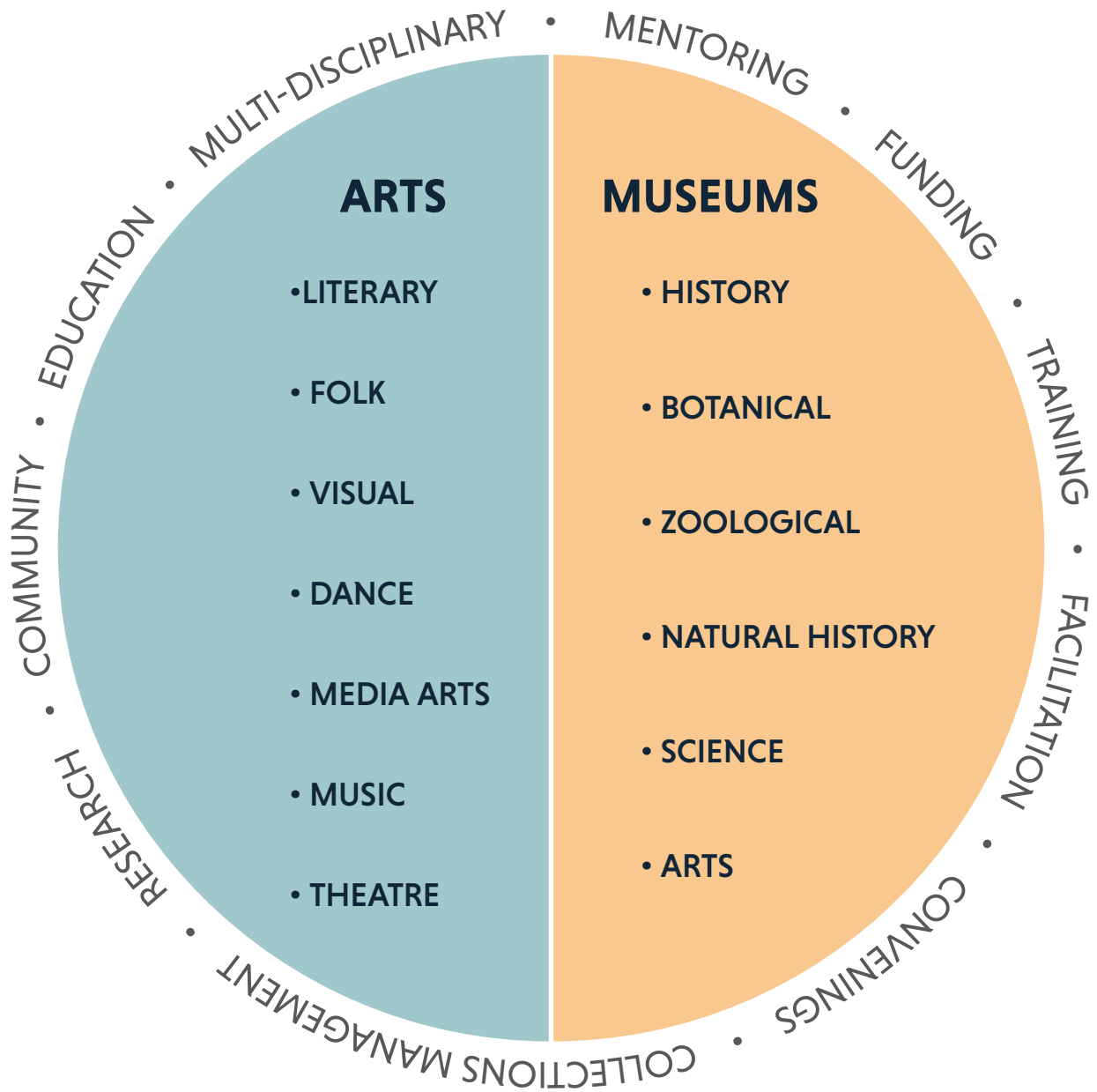
**Collections Management:** Preserve and care for the state's artifacts, art, library, history, and archaeology assets.

**Civic Engagement & Education:** Through experiencing arts and culture and through service, inspire Utahns to engage in their communities.

**Collaboration:** Maximize internal resources and tools and improve partnerships with constituents to build cultural and nonprofit infrastructure in Utah.

# UTAH ARTS & MUSEUMS

HOW WE SERVE







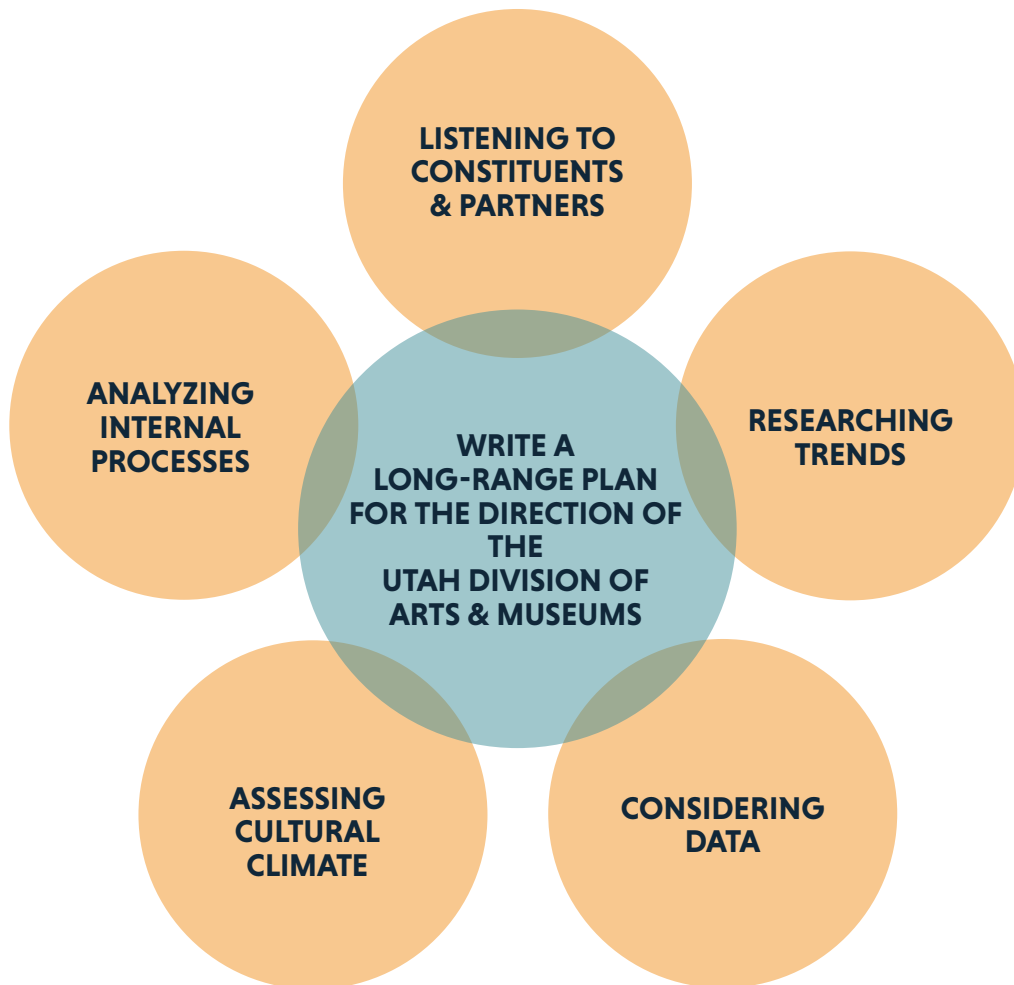
Collections Technical Assistance training, Cache Valley Daughters of Utah Pioneers Museum, 2016



# STRATEGIC-PLANNING PROCESS

This strategic planning process engaged board members, staff, and key leadership from the Department of Heritage and Arts at a joint board meeting in August 2017. This meeting started an intensive, thoughtful, and diligent process, creating a vision with strategic directions to drive the work of our agency.

This is an opportune time to be conducting a strategic planning process, as our previous plan has run its course and new leadership has been appointed to the Department of Heritage and Arts and the Division of Arts & Museums.



## THROUGH THIS PROCESS, WE AIM TO:

- Build one cultural organization that better serves its constituents.
- Unify board members and staff through meaningful involvement.
- Employ goals and objectives unique to a state agency.
- Determine the needs of our constituents by actively involving them in the process.
- Build consensus for a plan to drive decisions for the future.

# ENGAGEMENT

In 2016, staff engaged community members on the following topics: creative aging; individual artists; diversity and inclusion; rural communities; STEM to STEAM; and military personnel. We held several meetings with community stakeholders on ways to advance these initiatives. These conversations, involving 69 participants, informed the goals for this planning process.

We invited constituent feedback at our Mountain West Arts Conference (2017 and 2018, 500 attendees), at the Utah Museums Association Conference (2017, 150 attendees), and at the Nebo School District Arts Resource Team meeting. We discussed our strategic plan internally at various staff and board meetings, as well as at our joint board and staff meeting in August.

In 2018, we convened a steering committee composed of several board members to help guide our process, and we formed a strategic planning subcommittee made up of staff members. We held “listening tours” in several cities and towns around the state to learn and listen. At these meetings, 156 stakeholders spent two hours sharing thoughts about their communities, learning about UA&M services, and providing us with ideas for ways to improve. In addition to these meetings and events, we released an online survey to our constituents, receiving 379 responses.

We engaged Union Creative Agency\* of Ogden, Utah, to help facilitate the final stages of the planning process. With Union Creative’s assistance, we compiled the data from these many sources, reviewing trends, and held a board and staff retreat to develop strategic goals and outcomes.



\*A stakeholder centered design agency infusing creativity, strategy, and culture into organizations and communities.







# INSIGHTS

Through our strategic planning process, the need to better unite and collaborate internally was highlighted. We learned the importance of continual and open dialogue — internally and externally — about who we are as an organization and how we focus our resources.

Due to the merger of Office of Museum Services and Utah Arts Council in 2006, there is some misconception statewide about who we are as an agency. Many people are unaware of all that the agency does and what we cannot do. Some people did not recognize the agency's service role to museums. To this end, we see a need to clearly and consistently tell our story. Our communications must be clear and devoid of jargon and acronyms.

## As we met with our constituents, we identified key stakeholders:

- Artists
- Arts educators
- Elected officials (state, county, and city)
- General public who are interested in arts and museums
- Institutions of learning (K-12 and above)
- Museums, arts organizations, and cultural organizations
- Nonprofit cultural administrators

Our stakeholder engagement was robust. Recognizing there is always more we can do to reach our constituents, the ongoing implementation of this strategic plan will serve as an opportunity to better connect with less-heard and missing voices.

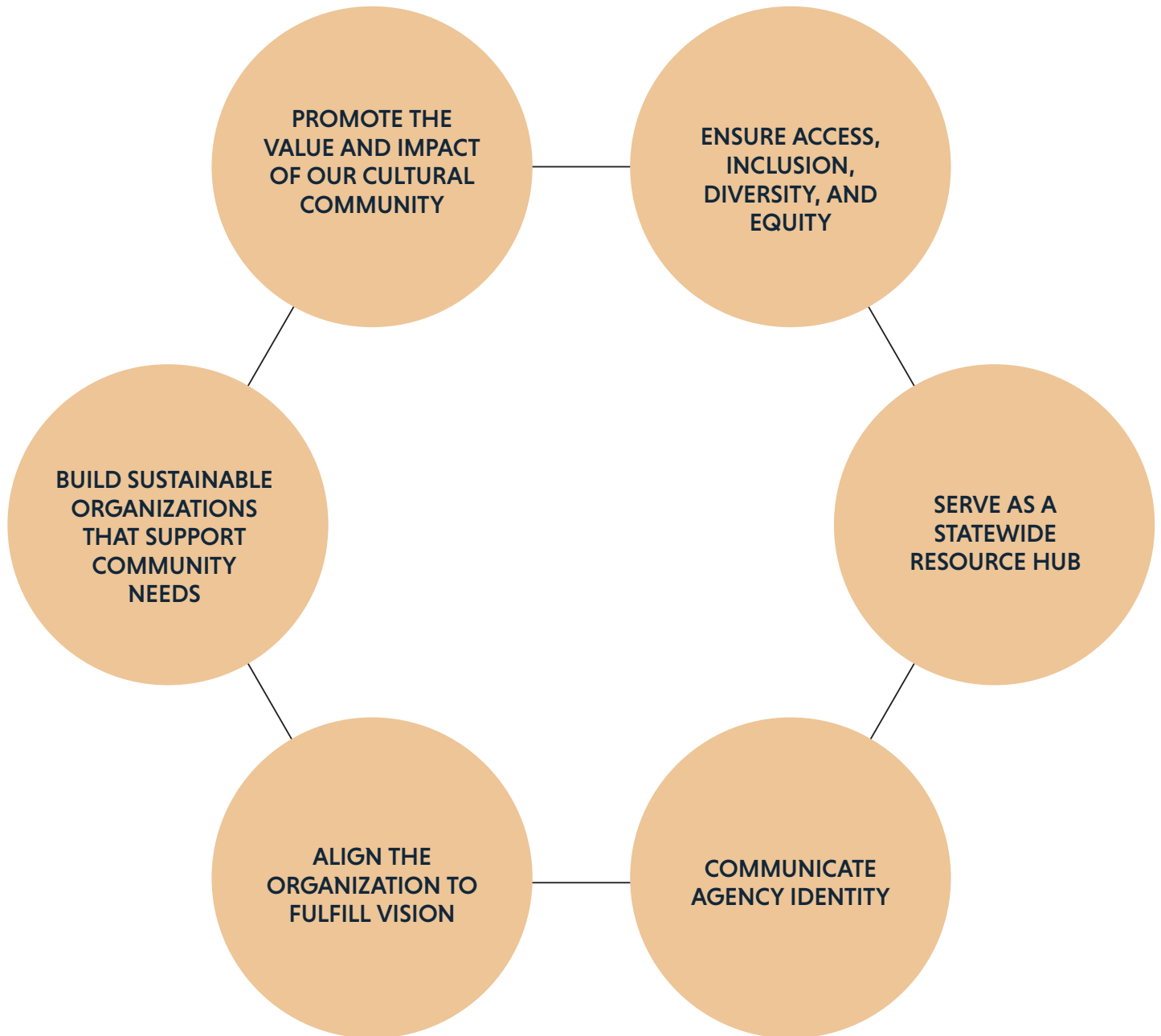
We are confronting the reality that our constituents have profound needs that fall outside our scope and capacity to fulfill. The development of strategic partnerships to promote our values and achieve our vision will be key to servicing Utah's cultural community.

Ultimately, our belief in the power of our work, the passion of our team, and the resilience of our agency, will provide the foundation to achieving our vision. The values of collaboration, openness, and excellence are embedded in our agency. We embrace our future of service to Utah's cultural community and of fulfilling our mission and vision. The following strategic goals guide our work.





# STRATEGIC GOALS



# OBJECTIVES + STRATEGIES

## GOAL 1

### PROMOTE THE VALUE AND IMPACT OF OUR CULTURAL COMMUNITY

#### Gather and interpret data (including economic development and social impact)

- Use partnerships such as with Kem C. Gardner Policy Institute to determine the economic impact of cultural organizations.
- Measure the impact of arts and culture in Utah, including quantitative and qualitative data. Utilize social impact data collected and expand the current social impact study.

#### Communicate with authorizing stakeholders, the business community, and the public

- Share economic contribution data and research.
- Communicate with the Legislature about what we and our constituents do.
- Create a strategic statewide marketing campaign about cultural impact.
- Share powerful stories.
- Highlight how the cultural community can serve as a platform to address a range of social concerns, such as housing, air quality, education, economic development, tourism, public health, and safety.

## GOAL 2

### ENSURE ACCESS, INCLUSION, DIVERSITY, AND EQUITY

#### Define our focus within access, inclusion, diversity, and equity using our strategic priorities

- Use resources (toolkits, etc.) and appropriate services from the Utah Office of Multicultural Affairs and other agencies and organizations with expertise in this area.
- Include diverse stakeholders in planning, implementation, and evaluation of programs.

#### Make meaningful connections and relationships

- Connect to many voices and historically underserved populations.
- Strengthen our reach and responsiveness throughout Utah, in populous urban and remote rural communities alike.
- Offer resources and program best practices to constituents.
- Develop an ambassador program to reach new audiences and cultivate authentic relationships statewide.

#### Build access, inclusion, diversity, and equity into our agency at the board, staff, and service levels

- Conduct internal inclusion and equity training for effective handling of current and future challenges.
- Ensure access, inclusion, diversity, and equity measures are included in program evaluations.
- Use easily accessible, readily digested, and readily affordable educational information.



# OBJECTIVES + STRATEGIES CONTINUED

## GOAL 3

### BUILD SUSTAINABLE CULTURAL ORGANIZATIONS THAT SUPPORT COMMUNITY NEEDS

#### Build organizational capacity through professional development, organizational development, and technical assistance

- Build capacity through funding with mentorship opportunities.
- Advocate for the fields of arts and museums.
- Encourage and promote collaboration and networking by convening communities and constituents.

#### Build partnerships for impact and alignment with vision

- Define and measure partnerships to evaluate impact. Develop partnership vetting tool.
- Align partnerships with priorities, vision and core values.
- Grow partnerships locally, regionally, and nationally that support our cultural community.
- Seek unique partnerships (think outside of the box).

## GOAL 4

### SERVE AS A STATEWIDE RESOURCE HUB

#### Provide training, tools, and resources to constituents and connections to existing training resources

- Share resources with constituents and partners to support common opportunities and challenges.
- Formalize outreach services.
- Position staff as experts in their fields.
- Demonstrate expertise through presentations, speaking engagements, training, and leadership nationwide.

#### Obtain and use quantitative information for the benefit of our cultural community

- Research, collect, and share models of success and best practices within and outside of the state.
- Demonstrate measurable impact and research.

#### Leverage relationships

- Foster community connections.
- Assess options and opportunities for sharing information.
- Convene constituents over specific topics and initiatives.

# OBJECTIVES + STRATEGIES CONTINUED

## GOAL 5

### ALIGN THE ORGANIZATION TO FULFILL VISION

#### **Make collaboration a key component of organizational development**

- Commit to furthering internal collaboration and connection.
- Encourage cross-training, leadership, and job shadowing.
- Develop services through collaboration.

#### **Unify the agency**

- Consolidate interaction of boards and teams to function as a whole.
- Develop a Joint Executive Committee with equal representation from each board.
- Schedule time with staff to actively plan future services.

#### **Create a culture of learning**

- Align and refine services and programs to our vision and mission.
- Measure the quantitative and qualitative impact of our work
- Incorporate evaluation tools in decision-making and distributing resources across constituency and programs.
- Evaluate current outreach methods across the agency and determine whether or not consolidation is necessary.
- Build systems and frameworks to prioritize programs and measure impact.
- Leverage individual strengths and assets within the agency.

#### **Increase agency capacity through partnerships**

- Leverage partnerships to expand capacity and support our focus.
- Collaborate with partners to avoid duplication and redundancy.
- Use partners to expand our reach to new and/or underserved audiences.

## GOAL 6

### COMMUNICATE AGENCY IDENTITY

#### **Create a shared understanding of Arts & Museums**

- Explain the human and economic impact of the agency.
- Use a multifaceted approach: focus the story, but broaden the outreach channels to maximize effectiveness.
- Present the agency as a whole and articulate how the pieces fit together.

#### **Create a visual identity**

- Revise our style guide for ease of use and flexibility. This will provide consistency with room for creativity and distinctiveness.
- Use consistent framework and templates for promotion whenever possible.
- Ensure outreach materials are updated, relevant, consistent, and of high quality.

#### **Clarify language within the organization and externally**

- Be consistent and thoughtful in language use to ensure understanding, accessibility, and unity.
- Develop and agree to definitions for keywords within our industry. This should be a regularly updated, running list.





Statewide Annual Competition, Rio Grande Depot, 2017



# IMPLEMENTATION & NEXT STEPS

This is a living document, to be used regularly and referenced in support of our future development. This plan is intended to continually open dialogue with internal and external stakeholders about who Utah Arts & Museums is today, tomorrow, and long into the future. The completion of this plan does not represent the closing of a process, but rather serves as a codified dedication and commitment to ongoing engagement, listening, and refinement.

The strategic plan will guide the creation of annual action plans, which will identify specific tasks to be taken each year toward the implementation of the priorities established in this plan. Annual action plans will be tracked against the strategic plan and will help to measure overall progress.

The strategic plan will also be evaluated annually by the board to ensure usefulness, relevance to current conditions, and organizational alignment. Internal and external stakeholders will be included in this review process. Organizational leadership will be accountable for ensuring the implementation of the plan.

The immediate steps toward implementing this plan are to develop the first action plan and to use this strategic plan as a platform for eliciting further feedback and engagement, with particular attention paid to connecting with missing voices. This process will lead to evaluation of the strategic plan and may necessitate refinement.

## NEXT STEPS

### Finalize The Plan

Steering Committee reviews edits from joint advisory board meeting and submits to each board:

- Utah Arts Council accepts plan on October 25, 2018
- Arts & Culture Business Alliance accepts plan on November 13, 2018
- Museum Services Board accepts plan on November 15, 2018
- Create concise executive summary versions of the plan that can be easily shared with diverse audiences

### Transition ad hoc steering committee to permanent board committee in fall of 2018

- director, assistant director, administrative assistant working with each board
- Work with current steering committee to codify role
- Bring to each board for validation (November 2018)

### Ensure values are reflected throughout our work

- Update all staff performance measures to include a goal based on values by December 2018
- Ensure values are a component of our program evaluation tool by December 2018

### Enhance constituent opportunities for input

- As staff members travel within the state for their jobs, look for ways to add constituent input sessions or listening tours. These listening components will focus on

sharing the FY19-23 strategic plan, gaining feedback on the plan, and seeing how constituents can help with the plan's goals

- Place plan on website with feedback component by December 2018
- Focus on gathering feedback from the less-heard and underserved (ongoing)

### Evaluate our programs and services for priority and value alignment by March 2019

- Research bringing in outside help for the evaluation process
- Develop an evaluation template for staff and board to use in the evaluation process
- Incorporate QT/OE from Governor's Office of Management and Budget organizational performance into our work: Q=degree of excellence, T=throughput (capacity to meet demand/number of people served), OE=operating expense

### Create detailed action plan to be completed by March 2019

- Use scheduled staff mini-retreats in December 2018 and March 2019 to develop detailed action plans
- Include specific tasks, benchmarks, responsibilities, and timeline for an 18-month plan (as we are already three months into the FY19 year, we want to get to June 2020)
- Develop template, timeline, and process for updating the action plan annually

# ACKNOWLEDGMENTS

Utah Arts & Museums would like to extend our gratitude to all of the organizations and individuals who have helped make this strategic plan possible. Special thanks to our sponsors, steering committee, board members, and staff.

## Listening Tour/Plan Sponsors

St. George Social Hall,  
St. George  
Eccles Community Art  
Center, Ogden  
ARTcetera at Provo Towne  
Center  
The Granary, Ephraim  
Uintah County Heritage  
Museum, Vernal  
Cache Valley Center for  
the Arts, Logan  
Hale Centre Theatre  
at Mountain America  
Performing Arts Center,  
Sandy  
Canyon Country Discovery  
Center, Monticello  
Bluff Community Center,  
Bluff  
Salt Lake Community  
College School of Arts  
Communication  
& Media  
Zions Bank

## Plan Steering Committee

Lisa Arnett  
Diana Azevedo  
Amy Jorgensen  
Erin Litvack  
Natalie Petersen  
Clive Romney  
Rita Wright

## Office of Museums Services Board

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Shane Gosdis  
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Erin Litvack  
Bill Sanders  
Susan H. Stevenson  
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## Arts & Culture Business Alliance

Lt. Governor Spencer Cox  
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James Huntsman  
Craig Jessop  
Jill Remington Love  
Marcia Price  
Kelly Stowell

## Arts & Museums Staff

Felicia Baca  
Visual Arts

Fletcher Booth  
Traveling Exhibitions  
Claudia Borjas  
Arts Education  
Jason Bowcutt  
Community & Performing  
Arts  
Laurel Cannon Alder  
Grants & Community  
Investment  
Racquel Cornali  
Grants & Community  
Investment  
Adrienne Decker  
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Tracy Hansford  
Community Arts  
Alyssa Hickman Grove  
Literary Arts  
Emily Johnson  
Museum Services  
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Collections  
Jennifer Ortiz  
Museum Services  
Victoria Panella Bourns  
Director  
Natalie Petersen  
Assistant Director  
Karina Redford  
Office Specialist  
Sabrina Sanders  
Chase Home Museum &  
Collections  
Garrian Spivey  
Chase Home  
Emilie Starr  
Administrative Assistant  
Jean Tokuda Irwin

Arts Education &  
Accessibility Coordinator  
David Wicai  
Marketing &  
Communications

## Utah Department of Heritage & Arts

Jill Remington Love  
Executive Director  
Kerri Nakamura  
Deputy Director  
Sarina Ehrgott  
Director of Marketing &  
Brand

## Union Creative Agency

Jake McIntire  
Founder and CEO





### GLENDINNING HISTORIC HOME

617 East South Temple | Salt Lake City, Utah 84102

801.236.7555 | [artsandmuseums.utah.gov](http://artsandmuseums.utah.gov)



### RIO GRANDE DEPOT

300 South Rio Grande Street | Salt Lake City, Utah 84101

801.245.7202 | [heritage.utah.gov](http://heritage.utah.gov)

Cover image: Kargi Kala Kendra, Indian Classical Dance, Mondays in the Park at the Chase Home Museum of Utah Folk Arts. Photograph by Lex Anderson.